

CIA INTERNAL USE ONLY

Suggestion No. 1733

A. Summary of the Suggestion:

Supervisors should have constant stimulation with new ideas and attractive presentations of old ideas reemphasized. Information literature should be either published or procured by the Agency for distribution to supervisors. Such information is produced commercially, and may be available through management associations. In any event there are sources from which such information may be obtained for circulation.

It is suggested that further consideration be given to the circulation of material which will broaden supervisors, remind them of their responsibilities, and to stimulate them to do better first line management. Individual office effort is not satisfactory over the long pull, but an organized program would reap dividends. Training courses are also considered worthwhile and should be continued. Those new being given by OTR are considered to be very good. The Division supervisors have been benefited and improvements in supervision have resulted.

B. Evaluation of Concerned Offices:

The Office of Training stated:

"This suggestion was evaluated by Dr. [REDACTED] Chief of Management Training in OTR. His comments are as follows: STATINTL

'This suggestion (#1733 has merit, but it is impossible to put it immediately into widespread effect, and impossible to assign a value to it.

'Broadcast publicizing of material on "How to supervise better" in this Agency would be expensive (as we commented concerning the previous suggestion, #822) both in preparation costs -- duplication and dissemination -- and in reading time. It would have to reach such a wide variety of people and situations that impact on any one supervisor would be close to nil.

'On the other hand better use can be made of existing news sheets to call attention to good supervisory doctrine. Two such publications are the Census Supervisor which the Bureau of the Census is now re-starting after a suspension of several months for lack of funds, and the Personnel Newsletter, put out since July 1955 by the CIA Office of Personnel.

'As to the first, we have asked that the first issue, when it comes out, be sent to Management Training. We will evaluate it in

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terms of typical Agency supervisory problems, and if it appears worthwhile, will arrange for limited dissemination within the Agency.

'As to the second, we are proposing to the Office of Personnel that the Newsletter contain a short section listing some current and lively articles of interest to supervisors. Two copies are attached of a sample squib, the original of which has gone to the editors of the Newsletter. They have indicated interest, but make no promises. Management Training is able, with negligible additional effort, to prepare such a list monthly, if O/P is willing to publish it. (See December OP Newsletter, Page 4.)

STATINTL We believe that there are more effective means than newsletters for stirring up supervisors to do a better job. One of these we have suggested to Mr. [REDACTED], who has thought about this problem a good deal and who may have submitted this suggestion. It is that informal training programs, related specifically to the problems of his office, conducted largely by the staff in the office, and backed by his own personal interest can do more to enliven first-line supervisors and keep them on their toes than any amount of reading matter. We have indicated our willingness to help get such a series of job-related training courses going. We would be most happy to discuss similar solutions which may apply in the office of the originator of this suggestion.'

"In view of this comment, and the steps taken thus far to experiment with some partial implementation of the suggestion, I recommend the following action:

a. Send this suggestion, with comments, to the Office of Personnel to find out if O/P will agree to publish, on a trial basis, brief items of interest to supervisors which can be submitted by Management Training/OTR.

b. Put the suggestor in touch with Dr. [REDACTED] to discuss alternative means of getting at the purposes of his suggestion. (Note: This has been done.)

c. Then if it appears that some action, however modified, will be attempted, give the suggestor an award of \$10 to \$20, purely on grounds of having stimulated some thought and action on a subject of considerable importance to the Agency."

C. Recommendation of the Executive Secretary:

Award of \$15 in view of the above comments.

* Commendatory ltr.
Will be implemented if & when feasible.
[REDACTED]

B. Evaluation of Concerned Office:

The Office of Personnel stated:

"This Office has reviewed subject suggestion and the evaluation of it prepared by the Chief, Basic School, OTR. We are in agreement with the views expressed by Mr. [REDACTED] and have no further observations to offer.

STATINTL

"With respect to paragraph 2A of the OTR evaluation, this Office will be pleased to receive suggested items for the Personnel Newsletter from the Office of Training. Publications of such items in the Newsletter would depend upon review of the individual items suggested. In this connection, there appears to be some misunderstanding as to the purposes and audience of the Newsletter. The Newsletter is directed to members of the Personnel Career Service and is intended to carry items of a personnel interest to that audience. While we hope that other administrative and supervisory personnel may find the Newsletter interesting and informative, we feel we must use our limited space to serve our major audience."